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基于竞争合作的供应链及其
多渠道协调研究

Study on Co-opetition Supply Chain and its Multi-channel
Coordination

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摘 要

基于电子商务的供应链电子渠道的出现引发了供应链的复杂渠道冲突,如何协调这种新型供应链渠道成为研究热点。供应链是由核心企业和围绕其周围的多层非核心企业组成的,并且供应链成员之间同时存在着横向和纵向的合作与竞争。本文就是要研究同时存在竞争合作的供应链,以及在这种环境下的供应链渠道冲突及其协调问题。

本文首先对竞合供应链环境进行了介绍,之后提出供应链渠道研究对象,引出关于供应链渠道的若干问题。对于电子渠道存在的三种结构模式,本文构建了相应的供应链渠道及其协调模型。通过计算发现分散决策的供应链系统绩效无法达到集中化决策时的程度,因此通过设计适当的契约调整买卖双方的利润分配,使其达到帕累托改进从而实现供应链协调。最后,本文将静态供应链渠道模型扩展为更加实际的竞合供应链下的渠道模型,分别讨论了横向和纵向的不同竞争合作选择下的供应链渠道。通过算例分析和相关参数的敏感度分析,验证了模型的结论。

研究表明,在静态供应链渠道系统中,改进的批发价格契约和收入共享契约可以协调网络中间商渠道模式下的供应链,服务补偿激励或者将其与收入共享契约相结合则可以协调供应商双重营销渠道模式下的供应链。而对于复杂的动态竞合供应链环境,纵向合作-横向竞争的供应链是最优的供应链组织模式。这种模式对于处在复杂供应网中的竞合供应链来说,具有无可比拟的竞争优势。

关键词: 竞合供应链; 渠道协调; 供应链契约

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Abstract

The ecommerce-based supply chain channels have caused complex channel conflicts. How to coordinate this new kind of supply chain channel has become another hotspot for the scholars. Supply chain is a network consisting of a core member and other non-core members, and the relationships among members include not only competition but also cooperation in both lateral and longitudinal aspects. This paper aims to research on the co-opetition supply chain, analyzing its channel conflicts and coordination under this dynamic and complex circumstance.

This paper firstly introduces the co-opetition supply chain environment, and then puts forward the research object, raising the supply chain channel issues. We construct three types of supply chain channel models based on the different e-channel modes. By calculating we find that the performance of decentralized supply chain system can't reach the level in centralized one. So we design appropriate contracts to adjust the allocation of profits so as to achieve Pareto Improvement and coordinate the supply chain. Finally, we expand the model to a more practical one in the circumstances of the dynamic and co-opetition supply chain. Four different patterns of competition and cooperation options are separately discussed, and the conclusions are better verified by calculating, simulation and sensitivity analysis.

The study shows that in the static supply chain channel system, improved wholesale price contract and revenue sharing contract can solve the channel conflict problems in the internet intermediate mode, and service compensation policy to the traditional retailers or its combination with the revenue sharing contract prove to be effect methods in the suppliers' dual-channels mode. As for the dynamic supply chain channel system, a practical conclusion is finally made that the 'longitudinal cooperation and lateral competition' is the optimal pattern, which will gain the competitive advantage while competition is happened across chains.

Keywords : Co-opetition Supply Chain; Channel Coordination; Supply Chain Contract

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